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PERSONNEL DEPARTMENT

ANNUAL REPORT

1977-78

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The Honorable Tom Bradley
Mayor, City of Los Angeles

and the

Honorable City Council

The Civil Service Commission respectfully submits this annual report for fiscal year 1977-78 for your consideration.

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Mayor

Burt Pines
City Attorney

Ira Reiner
Controller

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Personnel Department

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Larry Niles, Classification

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Jeff Pfau, Police/Fire Selection Unit

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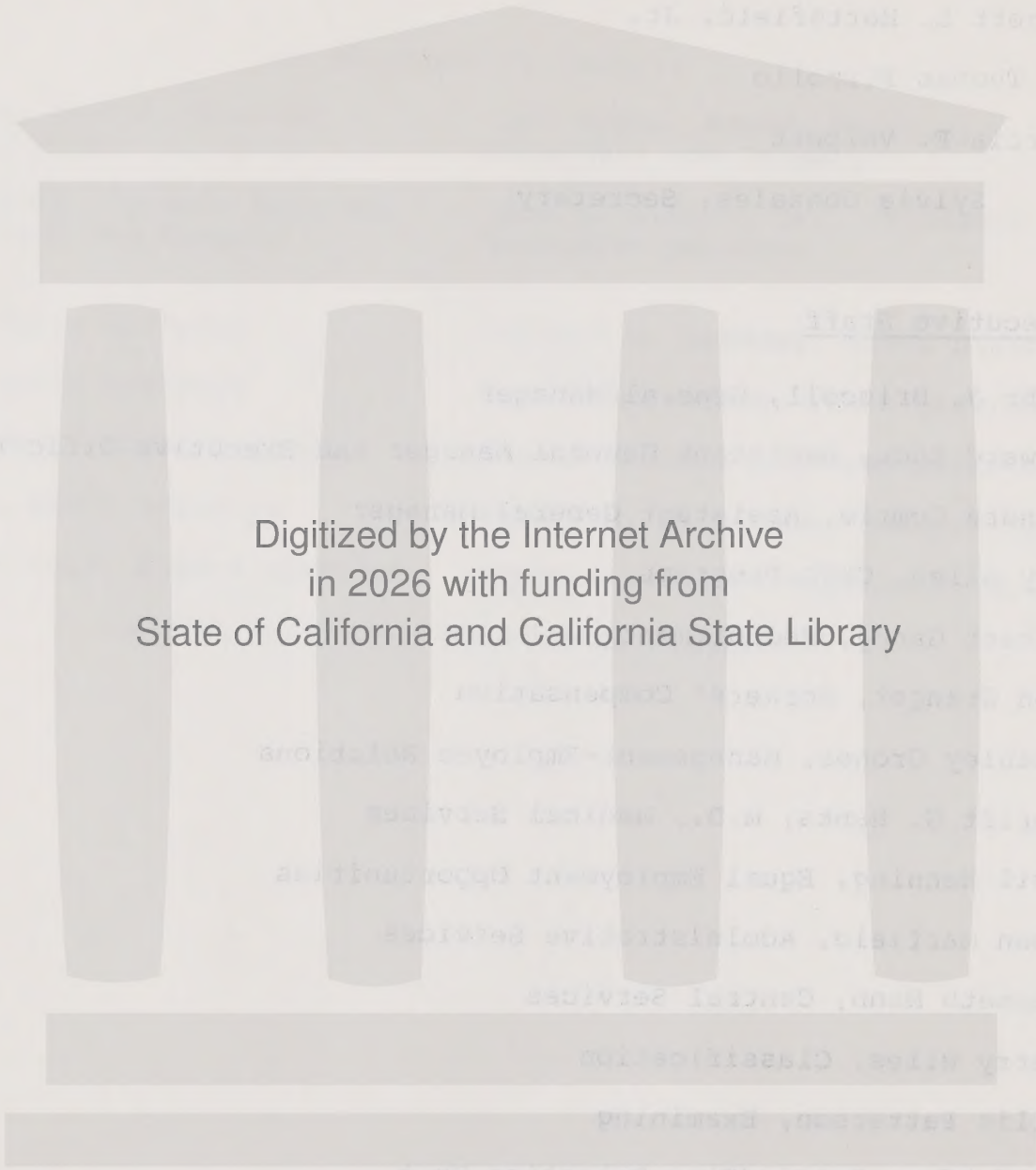

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PERSONNEL DEPARTMENT
Annual Report
1977-78

TABLE OF CONTENTS

I.	Introduction	1
II.	Equal Employment Opportunities Program	2
III.	Personnel Selection Program	4
	A. Recruitment	4
	B. Police and Fire Selection	6
	C. Classification	7
	D. Examining	8
	E. Personnel Selection Support	10
IV.	Personnel Management Services Program	11
V.	Occupational Health and Safety Program	12
	A. Employee Benefits	12
	B. Occupational Safety	14
	C. Workers' Compensation	15
	D. Preventive Medicine	17
VI.	Emergency Care Services Program	18
VII.	CETA Programs (Comprehensive Employment and Training Act)	19
VIII.	Statistical Summary	22
	A. Personnel Selection	22
	B. Personnel Management	24
	C. Workforce Data	24
	D. Workers' Compensation Cost Report	26

I. Introduction

The Department of Personnel is created by and operates under the authority of the City Charter. The Department classifies all positions not exempt from civil service provisions, and assigns appropriate titles. It recruits employees, holds competitive examinations, and establishes eligible lists for employment. It establishes rules and regulations governing promotion, transfer, leaves of absence, removal, and reinstatement of City employees; and provides for, establishes and keeps service records and service ratings. The Department provides leadership, guidance, technical assistance and establishes standards on personnel management practices. It assists other departments with in-service training, placement, counseling, and employee safety; coordinates a City-wide suggestion award program for all departments other than proprietary; administers employee insurance programs; investigates grounds for removal or discharge of employees; and verifies and approves payrolls. It administers special employment programs under the Comprehensive Employment and Training Act (CETA), both among City departments and community based non-profit organizations. The Personnel Department is mandated to design and administer the City's Affirmative Action Program. The Department also administers pre-employment health examinations; administers a workers' compensation program including medical care and hospitalization for City employees injured or ill in the line of duty; conducts an occupational health program for City employees; and provides medical care for persons in custody of the Police Department.

The Board of Civil Service Commissioners is the governing body of the Personnel Department. Five citizens are appointed to the Commission for five year terms by the Mayor, subject to Council confirmation. The General Manager Civil Service is the administrative head of the Department, appointed by the Board of Civil Service Commissioners.

One of the Board's more important decisions during the year was the appointment of a new General Manager, John J. Driscoll, formerly Personnel Director/Secretary and Chief Examiner for the City of Seattle. The appointment was made upon the retirement of Muriel M. Morse, who served almost 40 years with the City of Los Angeles, all within the Personnel Department.

II. Equal Employment Opportunities Program

This program, administered by the Equal Employment Opportunities Division, is composed of the Affirmative Action Unit and the Test Research Unit.

The Division's Affirmative Action Unit is principally responsible for administering the City's multi-faceted Equal Employment Opportunities Program. One activity consists of identifying sex and ethnic representation in the City's workforce through the use of workforce analysis reports and assisting City departments in taking positive steps to improve the representation of those groups whose representation is below parity with their availability in the labor market. In addition, Division analysts are responsible for maintaining liaison with all City departments in order to facilitate implementation of the City's Affirmative Action Program and to monitor personnel practices and procedures. Further, the Division also maintains liaison with the Mayor's Affirmative Action Task Force, the City's Advisory Affirmative Action Committee, the City Council, and various community groups.

The Affirmative Action Unit makes its work visible through the semi-annual progress reports for the Mayor's Task Force, a yearly bulletin sent to community groups, and periodic articles in the Personnel Department Newsletter. Other activities include development of programs to eliminate artificial barriers to employment, recommendations to the Civil Service Commission regarding policy changes, review of examination bulletins to ensure that all requirements for employment are job-related, presentation of training in affirmative action and upward mobility, investigation of complaints of discrimination, and monitoring of departmental affirmative action activities.

Significant highlights of the 1977-78 fiscal year included the development, in cooperation with Classification Division, of several new job classes to bridge the gap between qualified clerical personnel and professional positions. As an aid to upward mobility, the Division prepared career ladder brochures for a wide variety of job classes.

Considerable progress was made in eliminating artificial barriers to employment in the areas of age, sex, education and handicap. Workshops were conducted for the Department's Handicapped Task Force for the purpose of gaining a better understanding of handicaps. The Division did considerable work to restructure specific positions to accommodate the handicaps of many eligibles. Of special note were the cooperative efforts of the Mayor's Office of the Handicapped and the Equal Employment Opportunities Division in placing 40 persons with moderate to severe handicaps as Occupational Trainees. Funding for the program has been through the Comprehensive Employment and Training Act (CETA).

Approximately 40% of the staff's time in the Affirmative Action Unit consists of investigating discrimination complaints filed against the City. Complaints filed with the Federal Equal Employment Opportunity Commission (EEOC) and the State Fair Employment Practice Commission (FEPC) against the City nearly doubled from approximately 50 to 95 during fiscal year 1977-78. In an effort to reduce the number of complaints that reach the EEOC and FEPC, an informal complaint procedure was instituted which provides for counseling of complainants and dissemination of information on the City's personnel practices and procedures. Approximately 100 informal discrimination complaints were processed during FY 1977-78.

In another area, changes to the Civil Service Commission Rules and Policies were made to allow applicants to use their volunteer experience to qualify for examinations. Procedures were established through which a volunteer's experience can be verified and the full credit given for such experience.

The Test Research Unit of the Equal Employment Opportunities Division is charged with developing procedures and conducting research to ensure the job relatedness of the City's hiring procedures. As a result of the increasing complexity of requirements for demonstration of test validity, the Unit was reorganized to include three Personnel Research Analysts.

During the year, staff of the Test Research Unit conducted validity research for a number of job classes, developed job related performance evaluation forms for a number of classes, conducted training for supervisors concerning job-related hiring interviews, provided consulting services to Personnel Department staff and personnel staff of other City departments concerning technical problems in personnel assessment, assisted the City Attorney in law suits dealing with equal employment opportunity issues, and reviewed and commented on proposed laws, regulations, and guidelines in the area of equal employment opportunity.

A number of developments relating to equal employment opportunity commanded the attention of Test Research staff. Regulations were proposed by the California Fair Employment Practice Division as an outgrowth of expanded authority resulting from new laws. The Carter Administration recently reorganized the Federal Equal Employment Opportunity Enforcement effort, placing greatly increased responsibility for enforcement in the Equal Employment Opportunity Commission. As the fiscal year came to a close on June 30, 1978, the Federal enforcement agencies had developed a draft of Uniform Guidelines on Employee Selection Procedures. These Guidelines are likely to be published early in FY 1978-79, and may impose new requirements. Staff of the Test Research Unit has followed development of these Guidelines and analyzed and commented upon several earlier drafts. When adopted, these guidelines may require some adjustments in the test validation procedures used by the City.

III. Personnel Selection Program

The purpose of the Personnel Selection Program is to provide adequate numbers of qualified candidates to meet the City's workforce needs. During the year, special emphasis was placed on securing increased numbers of qualified minority candidates for City employment.

A. Recruitment

The primary responsibility of the Recruitment Division is to find qualified applicants for City jobs. The Division also performs many additional activities including: employment counseling; processing of applications; scheduling applicant protests; processing application appeals; and representing the Department in the Mayor's Civil Defense Disaster Corps.

During the year more than 84,000 applications were accepted for City positions. This was the highest number ever received during a fiscal year and represented an increase of 56% above the previous year. The processing of these additional applications was done without an increase in staff. Minorities and females comprised 80% of the total applications filed.

In order to meet affirmative action objectives, the Division: established ambitious affirmative action recruitment goals; designated a staff member to counsel handicapped applicants and to assist in obtaining testing accomodations; and staffed four remote recruitment sites for acceptance of applications and employment counseling one day per week in highly populated minority areas.

A primary concern of the Recruitment Division was the recruitment of Hispanic applicants because of their general underrepresentation throughout the City. Considering the high increase (56.5%) in the total applications received, the percentage of total applications accepted from Hispanics went up only 30.2% over last year. In two areas of specific goals for increased recruitment of Hispanics (Office/Clerical and Skilled Craft), an increase was seen of 25.5% and 20.8% respectively. In the Technical category, where there was a decrease of 18.9% for minorities over last year, Hispanics only decreased by 3.4%. (See Section VIII, Statistics Reflecting Personnel Related Activities.)

Although the number of female applicants went up significantly (12,800 to 21,602), the percentage of females among all applicants dropped slightly from 26.6 to 25.7. However, substantial gains were made in several categories: i.e. Professional, Paraprofessional, and Skilled Craft.

The recruitment of females remains a critical matter and requires continuing strong emphasis in view of the City's agreement in December, 1977, to increase the percent of City work force from 17.8% to 22% in three years and 23% in five years. The expected reduction of overall City hires this fiscal year emphasizes this critical need even more.

Also, the strong increase in overall minority applications in the categories of Officials/Administrators (+34.8%), Professional (+24.9%), Paraprofessional (+25%), Office/Clerical (+25.5%), and Skilled Craft (+20.8%), indicates the Division's concerted efforts in the area of affirmative action recruitment.

Special recruitment efforts were conducted for Clerk Typists and Clerk Stenos. Staff recruited for and coordinated the examinations at various high schools, community colleges, business colleges, and skills centers. A nationwide recruitment effort was conducted in search of Black and Hispanic Librarians.

Other recruitment efforts during the year included use of radio and television public service time, staff participation in high school career day programs, and employment presentations to skills centers, community organizations and colleges. Recruitment was conducted for several executive positions, including General Manager Department of Transportation, General Manager Data Service Bureau, Director of Field Operations, and Materials Management Director.

Due to the passage of the tax limitation initiative in June, City employment was frozen resulting in the temporary closure of the four remote recruitment sites and curtailment of most recruitment activities for the remainder of the fiscal year.

Over 500 individuals appealed staff's rejection of their applications during the year. Common reasons for rejection were that the applicant lacked the minimum qualifications or filed after the closing date.

The Division also acted as the Department's representative to the Civil Defense Disaster Corps and participated in three simulated disaster drills. In the Spring, 1978 flood disaster, staff assisted the Civil Defense Disaster Corps in the recruitment of over 200 volunteers for disaster relief and clean-up. Staff also compiled the Personnel and Recruitment Division Emergency Operation Procedures Manual.

B. Police and Fire Selection

The Police and Fire Selection Unit conducts specialized and extensive recruitment programs and is responsible for administering a necessarily lengthy and comprehensive selection process for both entry-level Police Officers and Firefighters. The examination process generally consists of the following: written test, physical abilities test, interview, medical examination, personality inventory evaluation, background investigation and interview, and cardiac stress test. In order to help meet the affirmative action goals of the Police and Fire Departments, this Unit's recruitment efforts are aimed at attracting minority and female applicants into these career professions.

Passage of Proposition 13 in June of 1978 caused the Police and Fire Departments to cancel scheduled academy training classes for 80 Police Officer candidates and 60 Firefighter candidates, as the loss of revenues to the City from passage of this initiative resulted in a City-wide hiring freeze. The action caused uncertainty in projecting the Unit's workload into the immediate future.

Police Officer Activities: The Unit was responsible for the selection and placement of 331 Police Officer recruits in the Police Academy during fiscal year 1977-78. The proportion of minorities and females among these recruits was 39.6 percent. There were 5,460 applicants who applied for the 1977 Police Officer examination. The eligible list resulting from the first group to be tested consisted of 51.0 percent minorities and females. This represents a 5.6 percent increase in minority and female representation compared to the 1976 examination and attests to the effective affirmative action recruiting program conducted by this Unit in cooperation with the Police Department. Approximately 800 applicants in the second group were awaiting interviews at the close of the year, of which 32 percent were minorities and females.

Firefighter Activities: Firefighter selection activities are governed by provisions of a court ordered consent decree entered into by the City and the U.S. Department of Justice in June, 1974. Under the terms of the decree, 50 percent of all new Firefighters are to be selected from among Black, Hispanic, and Asian-American applicants. During fiscal year 1977-78, the City hired and retained 153 Firefighters of whom 45.2 percent were individuals from the specified minority ethnic groups. The 50 percent hiring and retention goal was not reached this year because a training class of 80 recruits scheduled for April was cancelled due to the impending passage of Proposition 13. That class would have been composed of approximately 75 percent minority Firefighter recruits.

During the fiscal year, 5,580 Firefighter candidates competed in the examination process. Of this total, 63.5 percent were minority and female candidates. This high proportion was a result of the effective affirmative action recruiting program administered by this Unit in cooperation with the Fire Department.

C. Classification

The Classification Division is responsible for assisting all City Departments with a variety of classification matters which impact on their operations and for maintaining tne integrity of the City's classification plan. The Division is responsible for analyzing and making recommendations on: allocation and reallocation of positions; appropriate requirements for examinations; improved methods for enhancing promotional opportunities and affirmative action; the need for bilingual skills; restoration to eligible lists following probationary termination; emergency appointments; contracts for personal services; and potential out-of-class assignments. In each case, classification analysts must consider the needs of the operating department and employees, as well as legal requirements and good personnel practices.

The City's classification plan includes approximately 1500 classes, each with distinct duties, responsibilities, and requirements. Duties performed by City employees change as the needs of operating departments change. Therefore, there is a continual need to survey City classes to determine the current duties and responsibilities being performed, and to revise class specifications to ensure that they reflect the current concept of the class. Last year, the Classification Division completed 32 class surveys and revised 205 class specifications.

In an effort to reduce the number of City classes and to promote the use of a broad class concept, the Classification Division continually reviews the City's classification plan in order to consolidate classes having similar duties and responsibilities and where the same requirements and tests of fitness can be applied. Toward this end 22 classes were consolidated during the fiscal year.

As a result of the passage of Proposition 13 and the possibility of layoffs in City service, the Classification Division analyzed and made findings on 92 class-level determinations and 78 classification problems involving the assignment rights of employees. These determinations are critical in order to insure that employees who may be affected by layoffs are credited with appropriate amounts of layoff and displacement seniority.

D. Examining

The Examining Division is responsible for the examination of candidates for City jobs by various combinations of written, oral, and performance tests. Division staff members assist in determining the need for examinations, develop various tests, and analyze and recommend on the granting or denial of examination protests.

The following is a summary of significant activities during 1977-78:

The Examining Division completed 297 examinations and 10 content validation studies during 1977-78. Among the examinations were such high-level classes as General Manager Data Service Bureau, Chief Harbor Engineer, and Assistant Chief Electrical Engineer.

For the first time, the Personnel Department administered the examination for Chief of Police on an open competitive as well as promotional basis. The examination was announced on November 23, 1977, and the eligible list was approved on March 3, 1978. Intensive nationwide recruitment resulted in the receipt of applications from high ranking law enforcement administrators from throughout the country. Prior to the written test, applications of all open candidates were reviewed by a panel of law enforcement administration experts.

The written test consisted of an in-basket exercise designed by the Personnel Department staff and scored by Personnel Decisions Incorporated, and two essay questions, which were scored by a panel of law enforcement and public administration experts. Following the interviews, which were conducted by six individuals with outstanding achievements in law enforcement, business, public administration, law, political science, and community service, eligible lists containing the names of 20 open and promotional candidates were established. The Police Commission appointed the first candidate on the promotional list, Daryl F. Gates, on March 28, 1978.

Also in 1977-78, the Fair Employment Practice Commission Technical Advisory Committee on Testing (TACT) found the 1975 written tests for Police Sergeant and Police Investigator to be content valid. The TACT study came about as a result of a FEPC investigation into Los Angeles Police Department personnel practices.

On March 21, 1977, the U.S. District Court approved a consent decree settling a class action lawsuit which claimed discrimination against Blacks and Hispanics in the testing procedures used by the City in selecting employees for many skilled craft classes in the Department of Water and Power. In complying with the decree, the City agreed to administer special examinations to past candidates. The candidate group is limited to those Blacks and Hispanics whose scores were below the lowest score appointed per respective eligible lists from January 1, 1971 to December 31, 1976.

Implementation of the consent decree began on July 1, 1977. During the 1977-78 fiscal year, 63 special examinations were administered and 83 appointments were made from special eligible lists to permanent positions. Forty-eight classes remain for which examinations have yet to be announced. Each special eligible list established as a result of a special examination will be maintained until the Department of Water and Power has exhausted the list but not later than March, 1987.

In September of 1977, Personnel Department employees were the principal witnesses giving testimony in U.S. District Court on the validity of written tests. This case involved five Spanish-surnamed employees of the Community Development Department. Four of them had occupied exempt positions as Senior Accountants in the Mayor's Office. When creation of the Community Development Department caused their positions to be brought under Civil Service, they were required to take a Civil Service Examination in order to obtain their positions. After receiving their scores they filed a protest with the Civil Service Commission, stating that the written test discriminated against Spanish-surnamed individuals and that the test was not job-related. After the Civil Service Commission denied their request to cancel the examination, the plaintiffs filed the law suit.

The test was based on elements identified as being necessary for the job. After the test was held, a job analysis and validity study were conducted by Personnel Department staff. Based on the validity study, which demonstrated the relationship between the written test questions and the Senior Accountant class duties, the court found the test to be content valid.

Several Examining Division staff members are in the process of developing a "Program for the Development of a Management Classification and Selection System." This one year project is funded by an Intergovernmental Personnel Act (IPA) grant.

The project has two long-term goals. The first is to determine whether the approximately 230 management and mid-management level classes throughout the City can be consolidated horizontally and/or vertically into broader management classes. Consolidation would allow increased flexibility in the using of the City's management resources and would allow employees greater opportunity to enter diverse areas of management.

The second goal is to develop a new selection system for management classes. Under consideration, as a method of selection for employees entering mid-management level classes, is the use of assessment centers.

E. Personnel Selection Support

The Central Services Section of the Administrative Services Division performs support activities for the Personnel Selection Program. These functions include scheduling, typing, duplicating, assembling, conducting and scoring examinations; conducting background investigations on candidates; certifying candidates to fill positions in all City departments; and maintaining records of all personnel transactions and folders for all employees.

During Fiscal Year 1977-78, the Central Services Section processed 77% more applicant tests than the previous year. The Section as well reported a 298% increase in the number of eligibles certified.

In addition, in June of 1978, the Section prepared for anticipated layoffs arising from the passage of Proposition 13. Over 13,000 employees in 15 City departments had their seniority tabulated. Central Services staff, augmented by personnel from other divisions, worked 7 days a week, 12 hours a day for more than 3 weeks in order to perform this unprecedented task.

The Medical Services Division performs support activities by providing pre-employment physical examinations--8,765 in FY 1977-78. In addition, the Division notifies the appointing authorities of their decisions and in cases of disqualifications, the applicants. The Division also processes various medical appeals.

IV. Personnel Management Services Program

The Management-Employee Relations Division is responsible for developing and administering City-wide training programs, administering the City's tuition reimbursement program, counseling employees and departments on matters ranging from career goals to complex personnel problems, and representing the City before the Employee Relations Board in bargaining unit determination matters. The Division also coordinates the placement of employees during layoffs and investigates and approves all transfers and reversions of City employees.

The training provided covers a broad range of programs including basic skills training, affirmative action for supervisors, labor relations, administrative training and development, certification interview training, Civil Service rules, layoff training, employee relations for supervisors, employee orientation and special institutes for the City's top and mid-level managers. As a supplement to the management institutes, the Division coordinated six one-day seminars on various management topics for City managers and mid-managers.

For Fiscal Year 1977-78, the City's training budget was approximately $156,000 (not including CETA funds). More than 11,000 regular and CETA employees attended City-sponsored training programs or outside seminars and workshops.

During the year, the Division reviewed and made recommendations to the Employee Relations Board on 57 petitions from employee organizations pertaining to accretion and deletion of classes to and from various bargaining units.

The Division had several significant goals for Fiscal Year 1977-78. Among the most important were the development of a new City-wide employee performance evaluation system and a revision of the system for evaluating training effectiveness through point ratings by trainees, supervisors, and department managers. Work was completed on the system for evaluating training effectiveness and pilot projects to evaluate the new performance evaluation system are underway.

V. Occupational Health and Safety Program

The purpose of the Occupational Health and Safety Program is to improve and maintain the physical and mental well-being of City employees, reduce job hazards, and control compensation costs for those injured on duty, in order to improve the productivity of the work force and provide employees with an optimal work environment.

Elements of this program include: health, dental and unemployment insurance; safety programs; administration of the City's Workers' Compensation Program; and preventive medicine activities within Medical Services Division.

A. Employee Benefits

The Employee Benefits Office of the Employee Services Division is responsible for the administration of the City's Health Insurance Program for both active and retired employees, Dental Insurance Program for active employees, and the Unemployment Insurance Program.

The staff is responsible for all phases of the administration of the City's Health and Dental Insurance Programs. This includes but is not limited to: membership records; group account reconciliation; membership services, including explanation of benefits and assistance with service or claim problems; and negotiation of both benefit levels and annual premiums.

For the Unemployment Insurance Program, staff not only provides the State Employment Development Department with information on wages and reason for separation, but represents the City in unemployment insurance appeal hearings.

Health Insurance Program

For many years Blue Cross of Southern California had been the provider of the City's Indemnity (basic and major medical) Health Plan. However, as a result of the bid process, effected between March 3, 1977 and July 1, 1977, the Board of Civil Service Commissioners approved the General Manager's recommendation to award the City contract to Connecticut General Life Insurance Company, effective October 1, 1977.

In making the decision to change the provider of the Indemnity Health Plan, the three most significant factors considered were retention (claims handling cost, premium tax, administrative cost and profit where applicable), premium rates and the claim processing experience of Blue Cross and Connecticut General. Connecticut General's retention rate is 5.9% of the premium dollar while Blue Cross estimated 10.1%, or 71% greater than that of Conneticut General. Based on the City's annual premium, this

computes to an annual savings in excess of $250,000. Also, the premium rates quoted by Connecticut General were lower than those quoted by Blue Cross.

On January 1, 1978, Kaiser Foundation Health Plan received their certification as Health Maintenance Organization (HMO) from the Department of Health, Education and Welfare. As a result of this action, the City's group was covered under the Kaiser HMO health plan effective January 1, 1978. The major improvement in benefits was the addition of a Mental Health Program.

Also, Ross-Loos Medical Group, the City's third health plan provider, applied for HMO certification. Even though certification has not yet been received, the City's group has been covered by the Ross-Loos/HMO plan since October 1, 1977.

The following is a summary of City-Administered Health Plan active enrollment.

	COVERAGE			
PLAN	1 PARTY	2 PARTY	FAMILY	TOTAL
Conn. Gen.	3,108	1,233	1,599	5,940
Kaiser	4,504	3,151	5,036	12,691
Ross-Loos	774	442	660	1,876
TOTAL	8,386	4,826	7,295	20,507

Dental Insurance Program

During Fiscal Year 1977-78, as a result of union negotiation and the adoption by the City Council of recommendations of benefits for non-represented employees, the Dental Insurance Program was augmented to offer optional dependent dental insurance coverage at the employee's expense.

To implement this option, during the months of October, November and December, 1977 and January, 1978, an open enrollment was held for those employees who wanted to add dependents to their Dental Plan. Coverage effective dates began January 1, 1978.

The following is a summary of the City-Administered Dental Plan enrollment:

	COVERAGE			
PLAN	1 PARTY	2 PARTY	FAMILY	TOTAL
Conn. Gen.	19,736	1,631	1,544	22,911

Unemployment Insurance Program

For the three years prior to January 1, 1978, employees separated from City service due to resignation, discharge or layoff were able to apply for unemployment benefits under the federally-funded Special Unemployment Assistance Program. As a result of changes in both federal and state laws effective January 1, 1978, the City of Los Angeles, along with all other public entities, became an employer of record. As a result of these changes, the City now has to reimburse the State for unemployment benefits paid to separated employees.

B. Occupational Safety

The Occupational Safety Office of the Employee Services Division is responsible for recommending safety programs, performing safety surveys and coordinating the accident prevention programs for all Council-controlled departments of the City of Los Angeles. It assists these departments by providing: technical expertise in the area of safety engineering; information relating to CAL/OSHA requirements; training for supervisors in the area of accident prevention and other related subjects.

During the year new programs were initiated to insure not only compliance with CAL/OSHA but to lower workers' compensation costs. The Department of Recreation and Parks and the Police Department each organized a "light duty" work force to insure the continued productivity of personnel who suffered "on-the-job" injuries. A program to familiarize supervisors with the requirements of GISO (General Industrial Safety Order, California Administrative Code, Title VIII) 3203 was developed to aid in improving safety programs.

GISO 3203, effective October 1, 1977, stated that every employer shall inaugurate and maintain an accident prevention program which shall include, but not be limited to the following: a training program designed to instruct employees in general safe work practices and specific instructions with respect to hazards unique to the employee's job assignment; and scheduled periodic inspections to identify and correct unsafe conditions and work practices which may be found.

The Equipment and Materials Review Unit of the Occupational Safety Office, in conjunction with the Supplies Department, reviews purchase requisitions to determine if requested items meet Federal, State and City safety requirements. Over 37% of all requested items reviewed by this Unit has been disallowed as not meeting safety requirements. In such cases the Unit recommends alternate products or work processes which help to insure employee safety.

The Unit has been instrumental in instituting annual contracts for the purchase of safety equipment and is currently working on changes in the City uniform and chemical data programs.

C. Workers' Compensation

The Workers' Compensation Division, as required by the State Labor Code, Los Angeles City Charter, and Los Angeles Administrative Code, provides specific benefits to City employees when they sustain an injury or illness that arises out of and in the course of their employment. The Workers' Compensation Division determines if an injury is job-connected, pays pharmaceutical and medical bills, processes payments for temporary and permanent disability, arranges for and monitors the progress of medical treatment under the rehabilitation program, provides vocational guidance and attempts to find suitable City employment to employees considered medically permanent and stationary. The Medical Services Division administers a Rehabilitation Nursing Service Program to coordinate medical treatments provided by the Division and private physicians, provides initial and secondary care treatment to employees injured on duty, and provides orthopedic, cardiac, and physical therapy treatment.

During fiscal year 1977-78, 11,169 on the job injuries were reported that required medical care or permanent disability payments, an increase over the 10,326 reported cases the previous year. The number of the City employees covered under the Workers' Compensation Program lessened 1.22% to 30,749 from 40,247 the previous year. Medical expenses for civilian cases were reduced by $88,239 to $2,098,131. The cost of medical expenses provided for injured employees decreased $1,188,883 to $6,145,124. This decrease was due to a smaller number of serious injury cases and a continuing effort to diminish medical legal expenses by reducing bills to fee schedules.

Award costs for uniformed employees increased while civilian award costs showed a decrease. Award costs overall decreased slightly to $5,912,693 from $6,011,889 the previous year.

To reduce worker's compensation costs and return employees to work as early as possible, the Medical Services Division continued its Rehabilitation Nursing Service Program for employees with job-related injuries or illnesses. Under medical direction, specially trained registered nurses provided preventive and therapeutic techniques to counteract complications, minimize disabilities, instigate rehabilitation services, and enable employees to return to productive employment as early as possible. The nurses assisted in interpreting the medical instructions that employees received from their doctors, instituted follow-up provisions to monitor employees' progress, provided counseling services and home physiotherapy, and coordinated medical care for the patient, doctor, and Workers' Compensation Division. This Rehabilitation Nursing Program results in savings to the City as employees are able to return to work at an earlier date; City equipment and supplies are used instead of renting from outside sources; and prescriptions are filled generically from the City pharmacy. There were 3,635 visits made to employees injured on duty during the year.

The Comprehensive Employment and Training Act contributed 3.5% of its annual payroll, $1,156,539 to the General Fund to cover workers' compensation expenses incurred by the City for CETA employees.

In addition, through requests to the State of California, the Workers' Compensation Division received $2,164,126 for reimbursement of expenses incurred as a result of state mandated programs.

Emergency and secondary care treatments continued to be administered to employees injured on duty by the Medical Services Division. During the year, 4,647 initial treatments and return-to-duty examinations were performed for civilian and uniformed employees.

D. Preventive Medicine

The Medical Services Division provides services in the following program areas: periodic physical examinations for Police Officers, Firefighters and executives; medical evaluations to determine work fitness; health counseling; alcoholism clinics; and preventive medicine and industrial hygiene activities.

As part of the 1977-78 budget process, the Mayor and Council authorized the transfer of the Department of Public Works Occupational Alcoholism Program to the Personnel Department. In order to expand the City-wide program, the Personnel Department entered into negotiations with the County of Los Angeles Department of Health Services to obtain $70,000 for additional staff. However, with the passage of Proposition 13, the County was forced to terminate all unutilized funding commitments and the proposed sub-agreement was finally disapproved.

VI. Emergency Care Services Program

The Medical Services Division provides medical treatment for prisoners and persons in custody in City jails and elsewhere. In FY 1977-78, a total of 78,644 prisoner treatments were rendered. Of particular importance to this program was the Sundancce decision on February 17, 1978 (Sundance vs. Municipal Court) which decreed that "persons arrested for inebriation must be provided individual medical screening by a person trained to recognize a necessity for medical care for conditions other than intoxication in severely inebriated persons and for conditions arising out of the detoxification of alcoholics... said person in performing medical screening shall work under the operational supervision of a physician. Such medical screening and evaluation must be accomplished prior to or in conjunction with booking and as soon as possible upon intake at the jail facility."

As a result of this decision, Medical Services Division has assumed the major responsibility in complying with the Court's ruling. The Division was assigned an additional 6.5 Physicians, 10 Occupational Health Nurses, 2 Medical Technicians, and 1 Clerk Typist to meet Sundance requirements.

VII. CETA Programs (Comprehensive Employment and Training Act)

The CETA Programs Divison administers the City's Public Service Employment (PSE) Programs authorized under the federal government's Comprehensive Employment and Training Act of 1973 (CETA). CETA is the Federal enabling legislation which authorized funding to local governments to provide employment and training services in accordance with local needs. Funding for local programs through CETA is authorized by major types of services through specific Titles of the Act. The PSE Programs administered by this Division are funded through Titles II and VI of CETA. While the two Titles have some differences in eligibility requirements, both are basically intended to provide full time jobs in areas of substantial unemployment (6.5%). Participants in these programs provide services to their community by working on projects to fulfill unmet public service needs.

During the past fiscal year, the PSE Programs have experienced a rapid expansion and presently are approximately four times the size of the previous year's programs. The City's program expanded from approximately 3,400 participants on board in July, 1977 to 12,500 by June, 1978. This expansion was due to the President's Economic Stimulus Program which had a goal of providing 725,000 jobs for unemployed persons throughout the country.

To accomplish this rapid expansion and provide jobs for participants, the City released a Request for Funding Proposal (RFP) to several hundred public and private non-profit agencies throughout the City. In response to the RFP, 205 private non-profit agencies and 9 public agencies submitted proposals. These proposals were evaluated and 85 private non-profit and 9 public agencies were recommended for funding in the initial grant. The subsequent full funding grant and reprogramming efforts brought participation up to 170 private non-profit agencies.

Under a funding formula originally adopted by the City Council in 1975, Title II positions were to be distributed between the City and other public agencies on a 50/50 basis and Title VI positions on a one-third basis between the City, other public agencies, and private non-profit organizations. Due to a curtailment of funding for these programs until the 1977-78 fiscal year, the Title VI funding formula had not previously been implemented. The expansion of the PSE Programs above the previous year's level enabled this Division to recommend allocation of funds to move toward achieving these goals. The table below shows the breakdown of funds and positions allocated by type of agency and source of funds.

Agency	Title II Auth. Pos.	Title II Funds	Title VI Auth. Pos.	Title VI Funds
City of Los Angeles	1,458	$25,478,314	3,597	$48,495,940
Other Public Agencies	1,176	$19,502,881	4,064	$38,761,328
Private Non-Profit Agencies	ø	ø	3,958	$ 36,206,306
Total	2,634	$44,981,195	11,619	$123,463,574

Public Services

Provided below is a listing of service categories of PSE projects and the number of agencies and participants involved in each service category. This listing demonstrates the scope and impact of the PSE Programs for the citizens of the City.

Public Service Category	Number of Agencies Involved	Number of CETA Positions Involved
Arts/Cultural	27	565
Child Abuse	3	23
Child Care	7	106
Crime Prevention/Control	9	171
Environment	7	894
Food/Nutrition	2	14
Senior Citizen Services	6	95
Health Care	11	288
Housing Referral	3	17
Housing Rehabilitation	10	455
Job Development/Referral	18	1486
Legal Aid	5	145
Mental Health	4	97
Recreation	8	2514
Substance Abuse	12	160
Social Services	17	251
Transportation	22	27
Education/Counseling	37	1223
Supportive Services	17	1934
General Governmental Services	1	3032
Other	8	103

The agencies participating in the City's PSE Programs include such diverse organizations as the State of California, University of Southern California, Los Angeles Unified School District, Watts Labor Community Action Committee, United Way, Legal Aid Foundation of Los Angeles, and California Confederation of the Arts. These are just a few of the many agencies participating and the types of services which vary throughout the City's diverse social and ethnic population.

Proposition 13: Ramifications of the Passage of the Jarvis-Gann Iniative

The passage of Proposition 13 could dramatically change the City's PSE Programs. Virtually all public agencies have had to freeze hiring activities and those public agencies in the City's PSE Program who receive revenue from property taxes are facing the very real possibility of laying off large numbers of regular employees. The regulations governing PSE Programs contain provisions to prevent local agencies from laying off regular employees and hiring PSE employees to perform their work. These regulations were included to protect both regular employees and ensure that PSE would create new jobs. The regulations, therefore, do not allow PSE employees in similar occupations to remain employed by an agency if a regular employee is laid off in that occupation. Regular layoffs could, therefore, trigger large layoffs of PSE participants or mass transfers of participants to private non-profit agencies. Layoffs due to the Proposition 13 tax revenue losses would generally mean a shift in the program from the public to private non-profit sector.

Future of Public Service Employment (PSE)

The PSE enabling legislation is the Comprehensive Employment and Training Act of 1973. This legislation, however, only authorized CETA programs through Federal fiscal 1977-78 and continuation of PSE Programs beyond September 30, 1978 will depend on Congressional reauthorization of these programs. At the present time a reauthorization bill is being considered by both the House of Representatives and the Senate.

Both versions of the reauthorization bill contain provisions for continuation of both Titles II and VI PSE Programs but with some basic changes. Two changes being considered have very broad impact on the present program structure. One would limit individual participation in the programs to 18 months or less and the other would place greater emphasis on hiring the long-term unemployed, those meeting poverty criteria, and individuals lacking marketable skills, in all PSE Programs. These two changes taken together will shift the emphasis from that of hiring unemployed persons to accomplish public services to using the foundation of full time work to develop good work habits and marketable skills. Training and job development have always been functions of PSE, but the proposed changes will make these aspects much more important. As a result, more effort will probably need to be focused on producing capable workers for placement in permanent jobs, with a corresponding reduction in providing immediate services through Public Service Employment.

VIII. Statistics Reflecting Personnel Related Activities In 1977-78 (with prior year data for comparison)

A. Personnel Selection	1977-78	1976-77
Number of Applications Filed		
Open Competitive	64,352	33,800
Promotional	19,736	19,534
Number of Applicants Tested		
Written Tests	64,897	32,695
Performance Tests	3,666	4,257
Physical Agility Tests	3,907	1,908
Interviews	20,506	13,790
Number of Examinations Completed		
Regular Basis	375	309
Continuous Basis	110	65
Number of Classes Examinations Completed For		
Regular Basis	284	232
Continuous Basis	83	48
Number of Eligibles Added to Eligible Lists		
Open Competitive	11,437	5,404
Promotional	8,851	6,922
Number of Eligibles Certified		
Permanent Positions	203,489	57,330
Limited/Intermittent Pos.	25,998	14,692
Number of Eligibles Appointed		
Permanent Positions	6,259	4,008
Limited/Intermittent Pos.	773	740
Average Number of Calendar Days		
Exam Need to Exam Announce.	36	28
First Test to List Estab. (Reg)	68	78
First Test To Eligs. Avail. (Cont)	11	10

Recruitment Division -
Affirmative Action Statistics

Category	Total Self-Identified Applications 1977-1978	% change over 1976-1977 Minorities	Females
Officials/Administrators	177	+34.8	-79.2
Professional	6,095	+24.9	+93.2
Technical	4,637	-18.9	-45.0
Protective Service	8,960	- 3.0	+ 2.7
Paraprofessional	996	+25.0	+52.7
Office/Clerical	23,078	+25.5 (Hispanic only)	
Skilled Craft	8,016	+20.8 (Hispanic/Females only)	+2200.%
Service/Maintenance	17,817	- 0.6 (Asian/Female only)	-29.5
Females	21,602		- 3.4
Division Measure of Effectiveness (goal)	80.0 % Minority and Female		+11.4

Seen below are figures indicating minority and female recruiting accomplishments from 1974-75 to date. Results are mixed but generally show a strong positive direction.

	1974-75		1977-78	
	% Minority	% Female	% Minority	% Female
Officials/Administrators	10.1	4.4	27.1	1.9
Professional	38.6	20.7	48.2	31.5
Technical	58.4	18.8	48.8	13.8
Protective Service	41.4	6.0	61.8	15.0
Paraprofessional	58.2	30.3	68.4	39.7
Office/Clerical	76.3	49.8	78.3	62.0
Skilled Craft	63.3	1.1	65.4	4.0
Service/Maintenance	74.4	9.6	85.5	15.0

VI. (Continued)

B. Personnel Management

City Training Programs	1977-78	1976-77
City In-House Training		
Total Number of Sessions:	243	226
Total Number of Employees Attending:	3,921	3,596
City Contract Training		
Total Number of Sessions:	1,609	1,380
Total Number of Employees Attending:	4,657	1,454
Specialized Training Programs (outside Seminars and Workshops)		
Total Number of Requests Processed:	2,508	2,238
Total Number of Requests Approved:	2,448	2,164
Total Number of Requests Disapproved:	60	74
Tuition Reimbursement Program		
Total Number of Requests Processed:	470	498
Total Number of Requests Approved:	453	475
Total Number of Requests Disapproved:	17	23
Unit Determination Petitions Processed:	57	46

C. Workforce Data

	1977-78	1976-77
Average Work Force		
Water and Power	10,419	10,900
Other Departments	38,450	37,919
Total	48,869	48,819
Total Separations		
Discharges, Terminations, Resignations in Lieu of Discharge	1,076	793
Resignations	4,735	5,109
Layoffs	764	772
Retirements	1,240	1,541
Deaths	158	145
Total	7,973	8,360
Total Accessions	8,749	5,869

VI. (Continued)

	1977-78	1976-77
Work Force at End of Year		
Civil Service Employees	39,762	40,182
Temporary Employees	2,080	1,702
Exempt Employees	7,755	6,255
Total	49,597(B)	48,139(A)

(A) 2305 - CETA Employees 1976-77
(B) 4113 - CETA Employees 1977-78

Suspensions (S) and Discharges (D)

	S	D	S	D
Total Suspensions and Discharges Filed	183	97	176	97
Total Appeals Filed	16	59	10	50
Total Appeals Withdrawn or Hearings Not Granted	03	06	00	07
Total Appeals Sustained	06	27	08	31
Total Appeals Not Sustained				
Employee Returned to Duty	04	03	01	03
Lesser Penalty Substituted	02	05	02	11

D. Workers' Compensation Cost Report (excluding Water & Power)

	1977-78			1976-77		
	Total	Civilian	Sworn	Total	Civilian	Sworn
Employees Covered	39,749	29,562	10,187	40,247	29,925	10,322
%	100	74.4	25.6	100	74.3	2.57
New Cases	11,169	5,949	5,220	10,326	5,087	5,239
%	100	53.3	46.7	100	49.3	50.7
Temporary ($) Disability	8,744,279	2,894,587	5,849,692	6,832,282	2,228,742	4,603,540
%	100	33.1	66.9	100	32.6	67.4
Medical Costs ($)	6,145,124	2,098,131	4,046,993	7,334,007	2,186,370	5,147,637
%	100	34.1	65.9	100	30.2	69.8
Award Costs ($)	1,672	706	966	1,104	432	672
%	100	42.2	57.8	100	39.1	60.9
Award Costs ($)	5,912,693	1,738,838	4,173,855	6,011,889	2,344,220	3,667,669
%	100	29.4	70.6	100	39.0	61.0
Total Cost	20,802,096	6,731,556	14,070,540	20,078,178	6,759,332	13,318,846
%	100	32.4	67.6	100	33.7	66.3

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